United Nations E/ICEF/2014/5*

Economic and Social Council

Distr.: General
4 April 2014

Original: English

For action

United Nations Children's Fund
Executive Board
Annual session 2014
3-6 June 2014
Item 2 of the provisional agenda

Provisional annotated agenda, timetable and organization of work

Contents

		Page
1.	Opening of the session: statements by the President of the Executive Board and the Executive Director of UNICEF	3
	Organizational and procedural matters	3
2.	Adoption of the provisional annotated agenda, timetable and organization of work	3
	Programme and policy matters	3
3.	Annual report of the Executive Director of UNICEF: performance and results for 2013, including a report on the implementation of the quadrennial comprehensive policy review	3
	UNICEF report on the recommendations of the Joint Inspection Unit	3
4.	Final results framework of the UNICEF strategic plan, 2014-2017	4
5.	Gender equality and empowerment of women	4
	(a) Report on progress of work in gender equality and empowerment of women in UNICEF	4
	(b) UNICEF Gender Action Plan, 2014-2017	4
6.	Proposals for UNICEF programme cooperation	4
	(a) Draft country programme documents	4
	(b) Extensions of ongoing country programmes	5

* Reissued for technical reasons on 28 April 2014.

14-29178* (E) 300414

Please recycle

Evaluation, audit and oversight matters 6

7. Evaluation 6

Annual report on the evaluation function and major evaluations of UNICEF, and a management perspective 6

Evaluation synthesis report, and management response 6

8. Internal Audit and Investigations 6

Office of Internal Audit and Investigations 2013 annual report to the Executive Board 6

Management response to the Office of Internal Audit and Investigations 2013 annual report to the Executive Board 6

UNICEF Audit Advisory Committee annual report for 2013 7

9. Report of the Ethics Office 7

Resource, financial and budgetary matters 7

10. Creation of a fourth position of Assistant Secretary-General/Deputy Executive Director in UNICEF in the context of strengthened management for results across the organization 7

Other matters and adoption of draft decisions 7

11. Address by the Chairperson of the UNICEF Global Staff Association 7

12. Other matters 7

13. Adoption of draft decisions 8

14. UNICEF Staff Awards and closing statements by the Executive Director of UNICEF and the President of the Executive Board 8

Provisional annotated agenda

1. **Opening of the session**

The Executive Board will hear statements by the President of the Executive Board and the Executive Director of UNICEF.

Organizational and procedural matters

2. **Adoption of the provisional annotated agenda, timetable and organization of work**
For action [E/ICEF/2014/5]

The provisional agenda has been drafted in consultation with the Bureau of the Executive Board. The Executive Board will adopt the agenda for the session, making any amendments it considers necessary.

Programme and policy matters

3. **Annual report of the Executive Director of UNICEF: performance and results for 2013, including a report on the implementation of the quadrennial comprehensive policy review**
For action [E/ICEF/2014/6 and E/ICEF/2014/6/Add.1]

The report covers 2013, the eighth year of the extended UNICEF medium-term strategic plan, 2006-2013. It aims to take stock of changes in the global context affecting children, including emerging issues, to review progress made towards achieving the Millennium Development Goals and commitments of the Millennium Declaration, and to present results and analyse progress in each focus area and cross-cutting area as well as organizational performance. Trends in progress and performance against key indicators are further analysed in the accompanying data companion. Also available for information are six thematic reports on the five focus areas of the medium-term strategic plan and humanitarian action, as well as a summary of lessons learned.

UNICEF technical focal point:
Mr. Jeffrey O'Malley
jomalley@unicef.org
Mobile: 347-331-4776

UNICEF report on the recommendations of the Joint Inspection Unit
For information [E/ICEF/2014/9]

In accordance with Executive Board decision 2001/4, the report summarizes the UNICEF response to recommendations that are relevant to the organization, contained in seven reports and two notes issued from September 2012 through December 2013.

UNICEF technical focal point:
Ms. Gunilla Olsson
golsson@unicef.org
Mobile: 917-519-5641

4. Final results framework of the UNICEF strategic plan, 2014-2017
For discussion [E/ICEF/2014/8]

The final results framework is presented to the Executive Board pursuant to Executive Board decision 2013/16, which requested a refinement of indicators and development of baselines, milestones and targets contained in the strategic plan.

UNICEF technical focal point:
Mr. Jeffrey O'Malley
jomalley@unicef.org
Mobile: 347-331-4776

5. Gender equality and empowerment of women

(a) Report on progress of work in gender equality and empowerment of women in UNICEF
For discussion [E/ICEF/2014/10]

The report is presented pursuant to Executive Board decision 2013/9, which requested that UNICEF report annually, beginning at the annual session of 2014, on progress on gender equality and the empowerment of women and on the implementation of the UNICEF Gender Action Plan, 2014-2017.

(b) UNICEF Gender Action Plan, 2014-2017
For information [E/ICEF/2014/CRP.12]

The Plan is presented pursuant to Executive Board decision 2014/2.

UNICEF technical focal point:
Ms. Anju Malhotra
amalhotra@unicef.org
Mobile: 917-250-4589

6. Proposals for UNICEF programme cooperation

(a) Draft country programme documents
For action

The Executive Board will consider nine draft country programme and area programme documents. These are presented to the Executive Board for discussion and comment, and for approval of the aggregate totals of estimated regular and other resources in the programme budget. The summary results matrix for each country programme document is posted on the UNICEF Executive Board website, and the United Nations Development Assistance Framework results matrices are available through the UNICEF Executive Board website, where applicable. Also available on the website, in accordance with Executive Board decision 2008/17, are the consolidated results and performance data for the previous programme cycles of each draft country programme document.

Taking into account the comments made at the annual session, the draft country programme and common country programme documents will be revised and posted on the UNICEF Executive Board website, at the latest, six weeks after the annual session for further review by members of the Executive Board. The revised country programme documents will be approved by the Executive Board on a no-objection basis at the second regular session of 2014 unless at least five members have

informed the secretariat in writing of their wish to bring a particular country programme before the Executive Board.

In accordance with Executive Board decision 2008/17, the Executive Board will be informed of the reasons for deferment of the presentation of four draft country programme documents from the annual session to the second regular session of 2014 (E/ICEF/2014/CRP.11).

The nine draft country programme documents for this session will be presented by region:

East Asia and the Pacific
Timor-Leste (E/ICEF/2014/P/L.3)

Eastern and Southern Africa
Angola (E/ICEF/2014/P/L.4)
Comoros (E/ICEF/2014/P/L.5)
Kenya (E/ICEF/2014/P/L.6)

Latin America and the Caribbean
Bolivarian Republic of Venezuela (E/ICEF/2014/P/L.2)

Middle East and North Africa
Palestinian children and women in Jordan, Lebanon, the Syrian Arab Republic and the State of Palestine (E/ICEF/2014/P/L.7)
Tunisia (E/ICEF/2014/P/L.8)

South Asia
Afghanistan (E/ICEF/2014/P/L.9)

West and Central Africa
Sierra Leone (E/ICEF/2014/P/L.10)

(b) Extensions of ongoing country programmes
For action [E/ICEF/2014/P/L.11]

Further to Executive Board decision 2009/11, the Executive Board will be (i) informed of the one-year extensions of country programmes approved by the Executive Director, for Algeria, Argentina, Lebanon, Libya and Uganda; and (ii) requested to approve the two-year extension of the country programme for Burundi, the third consecutive one-year extension for Guinea-Bissau, the fourth consecutive one-year extension for the Syrian Arab Republic, and a two-month extension, following three one-year extensions, for Madagascar.

UNICEF technical focal point:
Mr. Jeffrey O'Malley
jomalley@unicef.org
Mobile: 347-331-4776

Evaluation, audit and oversight matters

7. Evaluation

Annual report on the evaluation function and major evaluations in UNICEF, and a management perspective
For action [E/ICEF/2014/12]; For information [E/ICEF/2014/CRP.13]

This annual report is prepared in accordance with Executive Board decision 2008/4, which requested UNICEF to report annually to the Executive Board on the evaluation function and on findings and recommendations of evaluations. The report provides information on global developments in evaluation and the current state of the evaluation function in UNICEF, outlining progress in strengthening the decentralized evaluation function. The report is accompanied by management perspectives.

Evaluation synthesis report, and management response
For discussion

The evaluation synthesis report on evaluation of community management of acute malnutrition (CMAM), and the management response, are presented in accordance with Executive Board decision 2013/15. The report provides forward-looking lessons and recommendations on the first comprehensive evaluation of CMAM, an approach implemented in more than 60 countries.

UNICEF technical focal point:
Mr. Colin Kirk
ckirk@unicef.org
Mobile: 917-257-5559

8. Internal Audit and Investigations

Office of Internal Audit and Investigations 2013 annual report to the Executive Board
For action [E/ICEF/2014/AB/L.2]

The annual report covers the activities of the Office of Internal Audit and Investigations in 2013. It provides an overview of the Office, describes the key issues highlighted by its internal audit and investigations work, summarizes organizational follow-up to and implementation of audit observations and recommendations, and gives information on the disclosure of internal audit reports during 2013 in accordance with Executive Board decision 2012/13.

Management response to the Office of Internal Audit and Investigations 2013 annual report to the Executive Board
For discussion [E/ICEF/2014/AB/L.3]

The Executive Board will have before it the response to the annual report by the management of UNICEF, which takes into account requests made by the Executive Board in its decisions 2010/17, 2011/21 and 2012/13.

UNICEF Audit Advisory Committee annual report for 2013
For information

The annual report of this independent external oversight body is presented to the Executive Board for information.

UNICEF technical focal point:
Ms. Fatoumata Ndiaye
fndiaye@unicef.org
Mobile: 917-415-7930

9. Report of the Ethics Office
For information [E/ICEF/2014/11]

The annual report of the activities of the Ethics Office is submitted to the Executive Board at its annual session in accordance with its decision 2010/18.

UNICEF technical focal point:
Ms. Suomi Sakai
ssakai@unicef.org
Mobile: 917-513-6830

Resource, financial and budgetary matters

10. Creation of a fourth position of Assistant Secretary-General/Deputy Executive Director in UNICEF in the context of strengthened management for results across the organization
For action [E/ICEF/2014/AB/L.4]

The document provides the context for a proposal to create a fourth position of Deputy Executive Director in UNICEF at the level of Assistant Secretary-General.

UNICEF technical focal point:
Ms. Cynthia McCaffrey
cmccaffrey@unicef.org
Mobile: 917-435-5901

Other matters and adoption of draft decisions

11. Address by the Chairperson of the UNICEF Global Staff Association

The Chairperson of the Global Staff Association addresses the Executive Board at its annual session.

UNICEF technical focal point:
Mr. Phocus Ntayombya
pntayombya@unicef.org
Mobile: 917-916-6100

12. Other matters

The Executive Board will have before it the provisional list of agenda items for its second regular session of 2014 and may consider discussing any other issue under this agenda item.

13. Adoption of draft decisions

14. UNICEF Staff Awards and closing statements by the Executive Director of UNICEF and the President of the Executive Board

Following the announcement of the 2014 Staff Awards, the Executive Board will hear statements by the Executive Director of UNICEF and the President of the Executive Board.

Provisional timetable and organization of work for the 2014 annual session of UNICEF Executive Board 3-6 June 2014[1]

Tuesday 3 June	a.m. 10:00-11:15	Item 1	Opening of the session: Statements by the President of the Executive Board and the Executive Director of UNICEF
		Item 2	Adoption of the provisional annotated agenda, timetable and organization of work
		Item 3	Annual report of the Executive Director of UNICEF: performance and results for 2013, including report on implementation of the quadrennial comprehensive policy review
	11:15-1:00		Special focus session on Africa's children
	p.m. 3:00-5:00	Item 3 (cont'd)	Annual report of the Executive Director of UNICEF: performance and results for 2013, including report on implementation of the quadrennial comprehensive policy review
			UNICEF report on recommendations of the Joint Inspection Unit
		Item 4	Final results framework of the UNICEF strategic plan, 2014-2017
	5:00-6:00		*Informal consultations*
Wednesday 4 June	a.m. 10:00-1:00	Item 5	Gender equality and empowerment of women
			(a) Report on progress of work in gender equality and empowerment of women in UNICEF
			(b) UNICEF Gender Action Plan, 2014-2017
	p.m. 3:00-5:00	Item 7	Evaluation
			(a) Annual report on the evaluation function and major evaluations of UNICEF, and a management perspective
			(b) Evaluation synthesis report and management response
		Item 8	Internal Audit and Investigations

[1] When consideration of an agenda item concludes ahead of the allocated time, the next item will be taken up for consideration and the timetable adjusted accordingly.

			(a) Office of Internal Audit and Investigations 2013 annual report to the Executive Board (b) Management response (c) UNICEF Audit Advisory Committee annual report for 2013
	5:00-6:00		*Informal consultations*
Thursday 5 June	a.m. 10:00-1:00	Item 6	Proposals for UNICEF programme cooperation: (a) Draft country programme and common country programme documents (b) Extensions of ongoing country programmes
	p.m. 3:00-5:00	Item 6 (cont'd)	Proposals for UNICEF programme cooperation: (a) Draft country programme and common country programme documents (b) Extensions of ongoing country programmes
		Item 10	Creation of a fourth position of Assistant Secretary-General/Deputy Executive Director in UNICEF in the context of strengthened management for results across the organization
		Item 9	Report of the Ethics Office
	5:00-6:00		*Informal consultations*
Friday 6 June	a.m. 10:00-1:00	Item 11	Address by the Chairperson of the UNICEF Global Staff Association
		Item 12	Other matters Provisional list of agenda items for the 2014 second regular session of the Executive Board
		Item 13	Adoption of draft decisions
		Item 14	Closing of the session: UNICEF staff award and statements by the Executive Director of UNICEF and the President of the Executive Board

United Nations E/ICEF/2014/6

Economic and Social Council

Distr.: General
4 April 2014

Original: English

For action

United Nations Children's Fund
Executive Board
Annual session 2014
3-6 June 2014
Item 3 of the provisional agenda*

Annual report of the Executive Director of UNICEF: performance and results for 2013, including report on implementation of the quadrennial comprehensive policy review

Summary

The present report covers 2013, the eighth year of the UNICEF medium-term strategic plan (MTSP), 2006-2013. In response to Economic and Social Council resolution 2013/5 and UNICEF Executive Board decision 2013/15, the present annual report of the Executive Director consolidates the progress made by UNICEF on the various mandates of the quadrennial comprehensive policy review (QCPR) of operational activities for development of the United Nations system in its first year of implementation.

A draft decision is included in chapter V.

* E/ICEF/2014/5.

14-29123 (E) 150414

Please recycle

Overview

1. For UNICEF and the children we serve, 2013 was a year of progress and promise. Together with our partners, we worked to protect the rights and improve the well-being of every child, everywhere, especially the most disadvantaged, to the ultimate benefit of their societies and a more equitable world. In all our efforts, we worked to find innovative ways to deliver on our mission.

2. As we prepare to mark the 25th anniversary of the Convention on the Rights of the Child, there is much to celebrate for children: the number of under-five deaths has fallen by nearly half, from 12.6 million in 1990 to 6.6 million in 2012; the percentage of underweight children under 5 years old dropped from 28 per cent in 1990 to 17 per cent in 2012; new HIV infections declined by 33 per cent between 2001 and 2012; the number of out-of-school children dropped from 102 million in 2000 to 57 million in 2011; more than 2.1 billion people have gained access to an improved drinking water source and 1.9 billion to improved sanitation over the last two decades; and 157 countries now have laws in place prohibiting violence against children and offer services for boys and girls who have experienced violence.

3. Despite impressive progress on key indicators, there is increasing recognition that global averages sometimes mask growing inequities that require renewed global action. For example, on average, a child born in sub-Saharan Africa is 14 times more likely to die before reaching her fifth birthday than a child born in the United States. While school enrolment has increased, 150 million children between ages 5 and 14 are still engaged in child labour. New data also reveals the extent of many persistent challenges. Almost 230 million children under 5 have never had their births registered. As many as 30 million girls are at risk of undergoing female genital mutilation/cutting in the next 10 years.

4. Children in humanitarian contexts often suffer from the most extreme deprivations. At the end of 2013, 5.5 million children had been affected by the conflict in the Syrian Arab Republic and the subregion. Typhoon Haiyan affected 14 million people in the Philippines, including 5.9 million children. And in the Central African Republic, the entire population of 4.6 million — half of them children — has been affected directly or indirectly by the humanitarian and protection crisis.

5. Many countries are recognizing and addressing the links between the well-being of children and national development, and a growing body of evidence supports the connection between realizing children's rights and the three interdependent dimensions of sustainable development — social, economic and environmental. As global partners worked together in 2013 to debate and advance the post-2015 development agenda, UNICEF has advocated for placing children at the centre of these emerging plans and facilitated greater participation by children and young people.

6. Since the 2012 Child Survival Call to Action (A Promise Renewed), 177 governments have pledged to accelerate the steady decline in preventable maternal, newborn and child deaths. UNICEF work has focused on strengthening national ownership and accountability; educating policymakers and citizens on progress towards national child survival targets; working with civil society to act and advocate for child survival; and deepening collaboration with United Nations agencies, the private sector and donors around this pledge.

7. Reflecting the refocus on equity, in 2013 UNICEF continued to expand the application of the Monitoring Results for Equity System (MoRES) from 30 countries to over 80 countries. These countries further strengthened data collection and analysis in order to identify disparities and associated barriers and bottlenecks that can then be addressed through more focused and higher-quality programming.

8. MoRES has been most successful when integrated into national and decentralized planning and monitoring systems, with close attention to engaging partners and communities in joint analysis and use of the data.

9. Initiatives to strengthen monitoring systems have benefited from developments in technology. Many countries, especially in sub-Saharan Africa, increasingly are using innovative open source mobile technology and other tools to improve community-based information and accountability systems. This in turn contributes to generating demand, which improves policies, budgets and government action.

10. In 2013, UNICEF built on its work to drive innovation, supporting a network of innovation laboratories that collaborate across countries and regions as well as thematic areas. These labs have strengthened the monitoring of key components of the delivery of services, such as stock levels, and have worked with young people on creating real-time feedback loops about HIV and AIDS and Family Health Days, among other issues. During 2013 UNICEF scaled up programming and monitoring using such approaches in Malawi, Nigeria, Rwanda, Uganda and Zambia. A global evaluation of MoRES is under way.

11. Partnership continued in 2013 to be a critical key to our ability to deliver on our mission of reaching every child, everywhere. UNICEF is active in 80 global programme partnerships and has a governance role in 50 of them. This includes hosting seven secretariats, such as Sanitation and Water for All and the United Nations Girls' Education Initiative. UNICEF sectoral programmes harness and shape field-level results of key partnerships such as A Promise Renewed, Scaling Up Nutrition and the GAVI Alliance. Partnerships played a significant role in advancing the equity focus for results related to early childhood development (ECD), elimination of mother-to-child transmission of HIV and other critical challenges. In 2013 UNICEF also expanded and strengthened partnerships with the private sector nationally and globally, catalysing greater results. The organization also continued to deepen our working relationship with National Committees for UNICEF, including through the simplified joint strategic planning process.

12. The organization's commitment to the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011-2020 is clearly expressed in allocation of core resources. This commitment also drives the agenda for the most disadvantaged children in country programmes of cooperation. Details of the results achieved are illustrated in the data companion.

13. In 2013, UNICEF continued to make progress in implementing the various mandates from the QCPR, including the coherence, effectiveness, efficiency and relevance of programme cooperation at country level. This year's report covers progress in all key areas of the QCPR in the narrative, tables and data companion. Examples of UNICEF contributions to some specific operational paragraphs (OPs) are highlighted, as relevant.

14. Also during the year, UNICEF led work by the United Nations Secretariat and the United Nations Development Group (UNDG) on developing the common monitoring and reporting framework of the QCPR, which includes common indicators in the strategic plans of funds and programmes. Progress on developing the relevant indicators and corresponding 2013 time-bound actions of the Secretary-General's QCPR monitoring and reporting framework are captured in relevant table in the addendum to this report.

15. As part of the UNICEF effectiveness and efficiency initiative undertaken in 2013, and pursuant to QCPR OP 153, UNICEF will establish a new Global Shared Services Centre to carry out a range of transactions for all offices, saving an estimated $20 million annually after the initial costs are met. Proposals are in various stages of implementation, aiming to increase value for money and improve effectiveness by simplifying business processes and harmonizing functions.

I. Summary of each focus area of the MTSP

A. Focus area 1: Young child survival and development

16. Improving young child survival and development requires addressing the connections among health, nutrition and sanitation/hygiene, focusing in particular on pneumonia, diarrhoea, malaria, undernutrition and neonatal complications.

17. Programmatic advances during 2013 included rolling out the Care for Child Development package of training and advocacy materials, through an inter-agency agreement with global partners. The training was implemented in 14 countries, and 8 of these reduced the number of young children left at home with inadequate care. The International Paediatrics Association endorsed the training package, and 16 inter-agency partners have pledged support through technical expertise, coordination and financial resources.

In 2013, UNICEF contributed to these results:

- Exclusive breastfeeding rates have increased significantly (by 15 percentage points or more) or have been consistently high (50 per cent or more) in 20 countries with recent data available over 10 years.
- Coverage of vitamin A supplementation has reached 70 per cent in all UNICEF programme countries.
- 13 more governments committed to Scaling Up Nutrition, which now reaches 47 countries.
- Mass meningitis A vaccination campaigns were conducted in three countries. The Sudan campaign reached over 16 million people aged 1-29 years.
- 105 countries reported having a comprehensive strategy to reduce stunting, an increase of 22 per cent since 2011.
- 30 countries have rolled out the community infant and young child feeding counselling package developed by UNICEF.

- In 89 countries (up from 40 in 2005), national development plans include targets for scaling up family and community care practices for mothers and children.
- 20 per cent of countries (up from 12 per cent in 2008) undertook a gender analysis of water, sanitation and hygiene in the current programme cycle.

18. UNICEF supported the development of comprehensive ECD policies in several countries and in emergency response. UNICEF supported the launch of the global Early Childhood Peace Consortium to promote peacebuilding in conflict and post-conflict settings by sharing research evidence and practical programming experiences in ECD and peacebuilding.

19. The demand for multiple micronutrient powders was sustained in 2013, reflected in the high procurement level of 7.1 million boxes, which can serve approximately 1.8 million children. In a growing number of countries, efforts to reduce iron deficiency anaemia are part of national nutrition programmes.

20. UNICEF contributed to strengthening coordination on micronutrients with partners, including the Micronutrient Initiative, the Global Alliance for Improved Nutrition and Helen Keller International. UNICEF will continue to play a leadership role in global and regional forums, including as cluster lead for nutrition in humanitarian emergencies.

21. As a result of advocacy efforts by UNICEF and its partners surrounding the Catalytic Initiative's five-year Integrated Health System Strengthening programme, 29 of 40 countries in sub-Saharan Africa now have policies to allow community-based delivery of antibiotics for pneumonia treatment as part of integrated community case management programmes. This number is up from 7 countries in 2007 and 23 in 2010. Results in 2013 showed that more than 8.7 million children under 5 were treated by community health workers over the five years.

22. UNICEF and the World Health Organization (WHO) established a partnership of more than 30 organizations to support the development of the global Every Newborn Action Plan. Launching in 2014, it will encourage actions to reduce preventable mortality among newborns. As part of this process, UNICEF supported 10 high-burden countries to conduct bottleneck analyses aimed at sharpening national newborn care plans.

23. UNICEF is a founding partner of the GAVI Alliance. Through it, UNICEF has increased support to countries, especially in communications and advocacy and comprehensive vaccine management in preparation for the introduction of new vaccines. The GAVI Alliance has also enabled UNICEF to enhance its capacity to analyse and reduce immunization-related inequities in 10 priority countries, and in monitoring and tracking financial inputs for routine immunization.

24. Collaboration with the Global Fund to Fight AIDS, Tuberculosis and Malaria has provided an opportunity to apply the district health system strengthening approach to support integrated community case management. UNICEF facilitated the development and implementation of coordinated communication plans to support introduction of new vaccines in 19 countries.

25. To accelerate progress in addressing national vaccine delivery gaps, UNICEF and WHO launched a technical hub to strengthen underperforming supply chains. It has provided support to over 30 countries so far. As a founding partner of the Measles & Rubella Initiative, UNICEF has supported the establishment of goals for measles elimination in every region. An additional four countries introduced a second dose of measles vaccine in 2013. Elimination activities have led to improved routine immunization service delivery, particularly in India. Significant progress has also been made in introducing rubella vaccine.

26. In 2013 UNICEF scaled up its contributions to polio eradication programmes in Afghanistan, Nigeria and Pakistan, the three remaining polio-endemic countries, and supported the vaccination of approximately 2.2 million children under 5 in the Syrian Arab Republic. The UNICEF-led social mobilization network almost tripled to more than 12,000 people in these countries, with the biggest growth in Nigeria. The network engages with communities and families to generate demand for oral polio vaccine and increase acceptance of it. Efforts to analyse the causes of vaccine inaccessibility reduced global refusals by 40 per cent. The UNICEF work contributed to a reduction in polio cases of 70 per cent in Afghanistan and 60 per cent in Nigeria in 2013. UNICEF also supported the vaccination of approximately 2.2 million children under 5 in the Syrian Arab Republic.

27. UNICEF provides support to water, sanitation and hygiene (WASH) in development and humanitarian contexts. In predominantly development situations, an additional 4.3 million households gained access to an improved drinking water source in 2013, approximately the same number as in 2012. UNICEF efforts helped to increase access to improved sanitation, from 3.5 million households in 2012 to 4 million households. UNICEF further extended its cross-sectoral work involving WASH in several areas, including by co-leading the Post-2015 Thematic Consultation on Water. UNICEF nutrition and WASH staff worked with WHO and the United States Agency for International Development to develop technical guidance on integrating WASH and nutrition programming.

28. The number of people provided with drinking water and sanitation in humanitarian situations is larger than ever, with three Level 3 humanitarian crises, in Central African Republic, Philippines, South Sudan and Syrian Arab Republic, and the continued need to address chronic emergencies and fragile contexts including in Afghanistan, Democratic Republic of the Congo, Mali, Pakistan, Somalia and Yemen. UNICEF helped to maintain access to drinking water for 24 million people, sanitation for 7 million and hand-washing facilities for 13.1 million in 2013. There is increasing integration of hand-washing into WASH programming.

B. Focus area 2: Basic education and gender equality

29. In sub-Saharan Africa, the poorest children are 4.5 times more likely to be out of school as the richest children. Children in rural areas are twice as likely to be out of school as those in urban areas. Out of around 650 million primary school students, as many as 250 million either do not reach grade 4 or reach it without having learned to read or write. The annual cost of this failure is around $129 billion. Yet government allocations to basic education continue to fall.

According to the latest data, more than half of countries that have reported data indicate that the education budget has decreased.

30. UNICEF and its partners promoted, funded and facilitated universal primary education and gender equality through a wide range of interventions, including improving children's developmental readiness for school and enhancing understanding of the barriers faced by children both in and out of school. In 2013, 68 programme countries reported having a government education sector policy specifying prevention and response mechanisms to address gender-based violence in and around schools, with UNICEF support.

31. As a means of improving enrolment, attendance and retention, UNICEF has piloted innovative programmes to improve participation and learning by the most disadvantaged girls. Initiatives include scholarships for secondary school in Madagascar; second-chance learning opportunities in Afghanistan and Nepal; girls' clubs in Liberia; and social protection measures in Nigeria, including conditional cash transfers and female teacher trainee scholarships.

32. In 2013, the United Nations Educational, Scientific and Cultural Organization and UNICEF jointly led the Global Thematic Consultation on Education in the Post-2015 Development Agenda, engaging over 25,000 people from 100 countries. The outcome document served as an input to the Report of the High-Level Panel of Eminent Persons on the Post-2015 Development Agenda and the Millennium Development Goals Report 2013.UNICEF continued to play a lead role in key education partnerships, including the Global Partnership for Education and the United Nations Girls' Education Initiative, and contributed significantly to the Learning Metrics Task Force.

33. UNICEF is mapping global innovations in education and working with partners to create a portfolio of investments. Innovations include new types and methods of data collection (such as Edutrac, a mobile phone-based data collection system) and new ways of gathering information about out-of-school children in difficult operating environments (such as the Brazil UNICEF/Natura partnership).

34. Going forward, more emphasis will be placed on strategies to improve girls' regular attendance and learning outcomes from early childhood through adolescence, in line with the UNICEF Gender Action Plan, in countries where girls' education lags behind that of boys. Net attendance rates of the poorest quintile of children are below 80 per cent in over half of UNICEF programme countries. UNICEF will also strengthen the focus on learning, as standardized learning assessment surveys show that only 66 per cent of programme countries have increased learning outcomes in the recent past. UNICEF will seek to increase school participation of these children to improve equity. Such efforts will be supported by innovative approaches and better data and evidence.

In 2013, UNICEF contributed to these results:

- 68 per cent of countries reported education sector plans addressing gender disparities, up from 49 per cent in 2005.
- 131 countries reported full or partial policies to remove cost and other barriers to primary education, up from 116 in 2010.
- An additional 175,663 schools received support through the child-friendly schools initiative, reaching a global total of 789,598 schools.
- The number of countries reporting that at least half their primary schools have adequate sanitation facilities for girls increased to 87, from 47 in 2008.
- The number of children in humanitarian situations supported to access education were: more than 550,000 in Egypt, Iraq, Jordan, Lebanon, Syrian Arab Republic and Turkey; 124,000 in the Philippines; and 113,000 in Mali.

Between 2008 and 2013, the number of countries reporting:

- Universal school readiness policies increased from 50 to 81.
- A gender audit of the education sector plan increased from 22 to 34.
- Full or partial education sector plans addressing children affected by HIV and AIDS increased from 66 to 90.
- A full or partial national policy against corporal punishment in schools increased from 94 to 129.

C. Focus area 3: HIV and AIDS and children

35. Between 2005 and 2012, the number of global AIDS-related deaths for all age groups fell by 30 per cent – but among adolescents aged 10 to 19 they increased by 50 per cent. Approximately 2.1 million adolescents were living with HIV at the end of 2012. Around two thirds of new HIV infections in adolescents aged 15-19 were among girls, and more than 80 per cent of them were in sub-Saharan Africa. Worldwide, disproportionately high HIV prevalence is reported among key adolescent populations: males who have sex with males, adolescents who inject drugs and sexually exploited adolescents. Economic and psychosocial support is particularly important for the estimated 17.8 million children who have lost one or both parents to AIDS.

In 2013, UNICEF contributed to these results:

- First estimation by the global community of the number of adolescents (aged 10-19) living with HIV.
- Release of new WHO guidelines, recommending that immediate treatment be offered to all pregnant women and breastfeeding mothers living with HIV.
- Launch of the Double Dividend to align child survival and paediatric HIV efforts in sub-Saharan Africa.
- Coordination of 33 organizations to support countries to attain the targets of the Global Plan towards the Elimination of New HIV Infections among Children by 2015 and Keeping their Mothers Alive.
- Advocacy for putting children's needs at the forefront of the global AIDS response in the Children and AIDS Sixth Stocktaking Report, leading 20 governments to reconfirm their political commitment to address persistent inequalities in treatment of children.
- Development of a way to address inequitable HIV response for adolescents by modelling the impact and cost of implementing the HIV investment approach.

36. In fighting HIV and AIDS, UNICEF has concentrated on eliminating new HIV infections in children and adolescents as well as treating those who are infected. In 2013, UNICEF-supported national and pilot PMTCT and paediatric care and treatment programmes in China achieved good results, as did child welfare initiatives. In UNICEF-supported PMTCT sites, community-based interventions increased the number of women attending antenatal clinics early and receiving an HIV/hepatitis B/syphilis test. In 2013 there was also progress in paediatric AIDS treatment access. Over 4,000 children exposed to HIV from their mothers received an HIV diagnostic test and over 3,000 children from 30 provinces/municipalities received free paediatric HIV treatment, a living allowance and social support.

37. In implementing the Strategic Plan, 2014-2017, UNICEF will adopt a holistic life-cycle approach. The objective is to reduce HIV risk, transmission, morbidity and mortality by 2017, in line with the UNAIDS Getting to Zero strategy. UNICEF will work with partners to utilize accumulated knowledge, experience and tools to achieve an AIDS-free generation, in which all children are born free of HIV and remain so for the first two decades of life.

D. Focus area 4: Child protection from violence, exploitation and abuse

38. Evidence on protection threats affecting children and what works to address them is growing. In 2013 UNICEF released new data on birth registration and female genital mutilation/cutting, establishing the most up-to-date global baselines.

In 2013, UNICEF contributed to these results:

- 123 countries now penalize all forms of sexual violence against girls and boys, up from 120 countries in 2012.
- 4 more countries ratified the Optional Protocol to the Convention on the Rights of the Child on the sale of children, child prostitution and child pornography, for a total of 166 countries.
- 2 more countries ratified the Optional Protocol on the involvement of children in armed conflict, for a total of 154 countries.
- A global learning initiative to stop violence against children was initiated with the engagement of leading child-focused foundations, academics and United Nations agencies.
- Approximately 1,300 communities in 8 countries made public declarations to abandon female genital mutilation/cutting, for a total of 11,500 communities in 15 countries.
- 2.5 million children in emergency situations had access to safe community spaces, learning spaces and psychosocial support.
- In four countries 24,367 survivors (including 7,868 children) received psychosocial support and medical care for gender-based violence.
- 14 action plans to address grave violations against children are being implemented as part of the Monitoring and Reporting Mechanism on children in armed conflict in 9 countries.
- More than 7,300 children associated with armed forces or armed groups were reintegrated into their families and communities in at least 10 countries.

39. UNICEF worked in 76 countries during the year to improve access to universal and free birth registration, contributing to the registration of 30.6 million newborns. In 29 countries UNICEF supported the development or improvement of laws guaranteeing access to birth registration. In several countries UNICEF worked with government and telecommunication companies to employ instant messaging technology to increase birth registration rates. In Uganda alone, the Internet-based Mobile Vital Records System, introduced in 2011 with UNICEF support, led to a rise in under-five birth registration rates from an estimated 30 per cent to 47 per cent by October 2013.

40. In over 137 countries UNICEF is working to address violence against children and women. Technical support was provided in a number of areas, including to increase access to child helplines, special police facilities and public health clinics for reporting crimes and receiving services such as counselling and post-exposure prophylaxis to prevent HIV infection.

41. Major results in improving child protection during 2013 included the formal launch by over 60 countries of the #End Violence against Children initiative. It involved a public call to 'make the invisible, visible' and related social media

actions in over 190 countries. Following the global launch, the UNICEF 'social media influence' score on the web platform Klout reached 99 out of 100, a score unprecedented for a multilateral organization.

42. UNICEF partners with the Special Representatives of the Secretary-General whose mandates encompass child protection and other United Nations agencies, including the Office of the United Nations High Commissioner for Refugees (UNHCR) regarding children forced to flee their country. UNICEF works with UNFPA on the Joint Programme on Female Genital Mutilation/Cutting. In addition UNICEF engages with civil society, faith-based organizations and donors, including through the Better Care Network and the Day of Prayer and Action for Children. The Together for Girls Initiative to End Violence against Children is active in 14 countries. UNICEF coordinates the Global Child Protection Working Group, serves as the focal point agency for risk education on landmines and explosive remnants of war, and co-leads (with UNFPA) the gender-based violence area of responsibility in emergencies. UNICEF also supports the Mental Health and Psychosocial Support Reference Group.

43. Rapid Family Tracing and Reunification (RapidFTR), a system built by New York University students to support real-time registration of children using a smartphone or laptop, received funding from the Humanitarian Innovation Fund of the United Kingdom and the Vodaphone Foundation. Deployed in response to Typhoon Haiyan, the software will be further developed in the UNICEF innovation labs in South Sudan and Uganda.

44. The results framework of the 2014-2017 Strategic Plan builds on lessons learned during the 2006-2013 MTSP and more strongly articulates prevention of violence, exploitation, abuse and neglect of children. UNICEF is also working with partners to shape the post-2015 sustainable development goals to ensure they take into account the universal impact of violence on children and their societies.

E. Focus area 5: Policy advocacy and partnerships for children's rights

45. Multiple indicator cluster surveys are one of the largest data collection efforts on the Millennium Development Goals globally, covering 21 indicators. By supporting over 250 of the surveys in more than 100 countries, UNICEF has contributed to an evidence-based results culture as requested in the QCPR mandates on results-based management (OPs 165 and 166).

In 2013, UNICEF contributed to these results:

- Preparations for the fifth round of surveys were completed in 2013, with participation by 45 countries. The data from most of the surveys will be used for the final assessment of the Millennium Development Goals and as the baseline for post-2015 goals and targets.
- Increase in the number of countries in which UNICEF supported the most recent reporting processes of the Committee on the Rights of the Child and the Committee on the Elimination of Discrimination against Women: from 80 and 24, respectively, in 2005, to 137 and 61 in 2013.
- Establishment of policies or programmes that build the capacity of children and adolescents to engage in civic action in 69 countries.
- Leveraging of resources and/or equitable allocation of national budgets for children in 97 countries.
- Improvement in the quality, reach and child sensitivity of social protection systems in 104 countries.
- Meaningful participation of adolescent girls and boys in convention reporting processes, in 47 countries for the Convention on the Rights of the Child and 20 countries for the Convention on the Elimination of All Forms of Discrimination against Women.

46. In 2013 UNICEF updated and expanded the global databases on key indicators for children and women, which track over 100 indicators. (They are publicly available at www.data.unicef.org.) Access to data was improved by ensuring that these databases were available through more channels. The launch of DevInfo 7 in 2012 increased the use of global, national and subnational data. More than 100 DevInfo databases from 73 countries are now available, covering key indicators on women and children in 2013.

47. Increasingly, governments are studying women's and children's issues. Between 2005 and 2013 there was a 30 per cent increase in the number of countries producing such thematic studies, from 69 countries in 2005 to 99 in 2013. Of the 99 countries, 74 used a human rights framework and 58 used a gender analysis framework. In 2013, 60 countries supported or implemented an innovative method for applying MoRES, representing 39 per cent of responses.

48. UNICEF work helped 41 countries to improve measurement of child poverty in 2013. In 14 countries, this involved enhancing the capacity of national statistical offices and partners to report on monetary child poverty. Measurement of multidimensional poverty was improved in 29 countries where UNICEF supported use of Multiple Overlapping Deprivation Analysis to generate internationally comparative data.

49. UNICEF advised governments in 109 countries on regulatory, legal, institutional or financial reform. Increasingly since 2009, countries have been clearly representing children's and women's issues in national development and policy plans. Ninety-five countries reported that their national development plan or

poverty reduction strategy or equivalent addressed key challenges for children in 2013, up from 82 countries in 2009.

50. UNICEF worked to improve the equitable allocation of national budgets for children in 97 countries. Efforts to improve the quality, reach and child sensitivity of social protection systems took place in 104 countries. In Lesotho, for example, UNICEF collaborated with the Ministry of Social Development and the European Union to expand the National Information System for Social Assistance. This initiative enabled the ministry to double the number of beneficiaries of the child grants programme, from almost 10,000 to over 20,000 households, helping more than 60,000 children.

51. Reaching children with disabilities is at the heart of the UNICEF commitment to equity and also is in line with OP 23 of the QCPR. In May 2013 UNICEF launched *The State of the World's Children* report, which was dedicated to children with disabilities. The annual flagship publication brought an increase in visibility, knowledge and advocacy on the rights of children with disabilities within UNICEF, among partners and to the public. UNICEF also actively engaged in consultations around Post-2015 and the United Nations General Assembly High-level Meeting on Disability and Development and convened the second forum of the Global Partnership on Children with Disabilities, which brought together nearly 280 participants representing 41 countries.

52. With new technologies, the potential for children and young people to realize their right to be heard is greater than ever, but providing meaningful opportunities for children to influence policies is still a challenge. In 2013 UNICEF partnered with Save the Children, Plan International, World Vision, The Concerned for Working Children and other partners to finalize a framework and toolkit for monitoring and evaluating children's participation.

53. Collaboration with the World Bank continued to gain momentum at all levels during 2013, thus responding to QCPR OP 20. During 2013, 89 per cent of country offices reported engaging with the World Bank, particularly in education, social protection and data. Partnership with the World Bank has leveraged significant resources, including $184 million channelled through procurement services and $55 million in direct programme funding in 2013. More than half of UNICEF country offices collaborate with regional development banks on topics such as education, health and WASH.

Special focus: Humanitarian action

54. Working with partners, UNICEF responded to 289 humanitarian situations of varying scales in 83 countries in 2013. The humanitarian response concentrated on delivering lifesaving assistance and protection to the most vulnerable children while also addressing long-term development. In the Syrian Arab Republic the regional No Lost Generation strategy proposed practical ways to address the long-term effects of the crisis on children through education, protection and social inclusion initiatives.

In 2013, UNICEF contributed to these results:

- 2.4 million children aged 6-59 months with severe acute malnutrition benefited from therapeutic feeding programmes (86 per cent of those targeted).
- 35.9 million children aged 6 months to 15 years were vaccinated for measles (81 per cent).
- 24.3 million people were provided with access to safe water (91 per cent).
- 7.4 million people obtained access to appropriately designed toilets (51 per cent).
- 13.1 million people gained access to soap or other functional hand-washing facilities (89 per cent).
- 3.6 million school-aged children, including adolescents, accessed formal or non-formal basic education, including temporary learning spaces and play and early learning for young children (73 per cent).
- 2.7 million children gained access to safe water, sanitation and hygiene facilities in their learning environment (69 per cent).
- 1.6 million pregnant women obtained access to HIV prevention, care and treatment including PMTCT (61 per cent).
- 13,500 separated children were reunified with their families, caregivers or communities.*
- 2.5 million children obtained safe access to community spaces for socializing, play and learning (80 per cent).

* Targets for separated children are usually all children identified.

55. UNICEF continued to enhance its internal response mechanisms for large-scale crises, including procedures for simplification and fast-tracking, such as on human resources and partnership agreements. The quality of programming was strengthened by initiatives devoting more attention to approaches involving innovation, accountability to affected populations and provision of cash in emergencies. UNICEF also contributed to implementation of the Rights Up Front Plan of Action, which has the potential to change how the United Nations approaches human rights crises, such as in the Central African Republic, South Sudan and Syrian Arab Republic.

56. In 2013 strengthened procedures for major emergencies were activated in Central African Republic, Mali, Philippines and Syrian Arab Republic. UNICEF was able to mobilize a significant and timely response in the Philippines after Level 3 emergency procedures were activated. UNICEF also improved its planning and monitoring systems to deliver results for children against targets during emergencies. UNICEF internal reforms contributed to the work of the Inter-Agency Standing Committee (IASC), particularly on preparedness and resilience, and to its Transformative Agenda. This included influencing system-wide guidance in

response to Level 3 emergencies, the humanitarian programme cycle and performance monitoring.

57. The UNICEF culture of innovation in humanitarian responses continued to grow. Initiatives included third-party monitoring to maintain critical delivery of services in northern Mali, as well as mobile-team deployments to provide assessments, re-establish services and document rights violations in the Central African Republic. The new Strengthening Humanitarian Action initiative will lead to more innovation in humanitarian work.

58. More than 1 million children under age 5 with severe acute malnutrition were reached for treatment in the nine Sahel countries, as well as more than 457,000 children in the Horn of Africa. To prevent disease outbreaks, UNICEF vaccinated more than 4.5 million children against measles in the Democratic Republic of the Congo and more than 595,000 children in the Central African Republic. In the Philippines, access to safe water was restored for more than 200,000 people in Tacloban within a week of the typhoon. In the Syrian Arab Republic and neighbouring countries, more than 550,000 children were enrolled in learning programmes, and more than 940,000 now have access to psychosocial support. UNICEF advocated to stop and prevent grave violations of child rights in armed conflict, including in Chad, where UNICEF supported measures to remove children from armed forces and groups. UNICEF also supported establishment of the Monitoring and Reporting Mechanism for the Syrian Arab Republic to document violations against children and drive advocacy.

59. Partnerships also advanced at the inter-agency level (QCPR OP 102) to better operationalize the IASC Transformative Agenda, including through testing response protocols and supporting applications in contexts like Afghanistan, Myanmar and Pakistan. UNICEF and UNHCR issued joint guidance on field-level collaboration including standardized letters of understanding for cooperation and joint work planning at the sector level. Partners were also critical in delivering programmes and coordination, with 19 per cent of a total of 755 surge deployments supporting cluster coordination. This included 207 personnel from standby partnerships. Rapid response teams were fully functioning and successful for all five areas of UNICEF cluster responsibilities, with 64 deployments to all major emergencies in 2013.

60. UNICEF is critically reviewing its role in humanitarian action to meet the challenges of the next five years amid changing country contexts and an evolving environment of humanitarian needs and capacities. It has embarked on a Strengthening Humanitarian Action initiative to adapt humanitarian action to diverse operational contexts and make UNICEF more fit for purpose. The UNICEF Strategic Plan, 2014-2017 aims to build resilience through risk-informed humanitarian and development programmes, in response to QCPR mandates on transition from relief to development.

II. Normative principles and cross-cutting strategies

61. UNICEF has supported the development of national capacity in 2013, as requested in the QCPR mandates on capacity-building and development. An example is use of the multiple indicator cluster survey as a capacity-building tool for national and local statistical bodies and governments. Its sustainability is ensured through use of existing staff and by embedding innovative ways of

collecting and analysing data into legal, institutional and administrative frameworks. Key lessons learned are that duty-bearers must play a greater role in promoting programming that focuses on equity, and assistance should be directed at removing specific systemic bottlenecks in delivering essential services for children.

62. Gender issues related to children's well-being and rights were more strongly addressed in 2013. This was shown by an increase in the proportion of expenditures marked as contributing principally to gender equality and empowerment of women and girls, thus responding to QCPR mandates on gender equality and women's empowerment (OP 81). Country offices applied a 'gender lens' to add value across the MTSP programme areas, responding to QCPR OP 89. Education, reduction of gender-based violence and WASH were the most frequently reported areas for gender mainstreaming. UNICEF has provided support at country and global levels to encourage implementation of resolutions on ending child marriage passed by the United Nations Human Rights Council and the General Assembly.

63. UNICEF fostered application of the human rights-based approach in programming and development assistance. In collaboration with the European Union, UNICEF rolled out a Child Rights Toolkit that provides practical guidance for partners and governments on operationalizing child rights commitments in development cooperation.

64. UNICEF supported a range of initiatives addressing environmental sustainability, including the introduction of eco-friendly school standards, 'greening' of schools and engagement in national policy discourse on climate change and disaster risk reduction. This further responded to QCPR OPs 94 and 108-110. Where feasible, country offices supported use of solar energy for water pumps and vaccine refrigerators and production of bio-gas from human waste and charcoal briquettes from banana leaves.

65. In 2013 UNICEF intensified its communication for development efforts to achieve equity-focused results and strengthen communities. This was seen in the programme in Niger on community-based promotion of essential family practices. Now reaching 100,000 households, it aids community uptake of key practices, such as exclusive breastfeeding.

66. Minimum ethical standards for research involving children have been introduced for UNICEF and its partners. Country offices supported or conducted research on topics such as infant mortality and access to medical and social services. In April 2013 the eleventh report card in the series Child Well-being in Rich Countries was launched, garnering widespread international and national discussion on the situation of children in 29 of the world's advanced economies.

67. Ninety-five country offices reported engagement in South-South cooperation, thereby responding to QCPR mandates on South-South cooperation and development of national capacities (OPs 74, 75 and 77) and regional dimensions (OP 148). This cooperation included study tours, country exchange visits and sharing of innovations such as U-report (a social monitoring tool using text messaging to engage young people) and use of text messaging for birth registration.

III. Organizational performance

68. UNICEF is working with partners to ensure that the second generation of Delivering as One continues to focus on results over process in response to QCPR mandates on delivering as one. UNICEF has taken a lead role in developing the standard operating procedures and worked closely with United Nations agencies in developing guidance materials, in response to QCPR OP 141 as well as the headquarters plan of action to address systemic bottlenecks in implementation (OP 137). The procedures are already being implemented in some Delivering as One countries and were introduced to the United Nations Development Assistance Framework (UNDAF) roll-out countries (OP 140).

69. Responding to QCPR mandates on a United Nations development assistance framework (OPs 117 and 119), UNICEF, together with the United Nations development system, is working to improve the UNDAF programming process and is encouraging United Nations country teams (UNCTs) to simplify the UNDAFs and make them more strategic. In 2013, UNICEF led inter-agency discussions with funds and programmes to simplify and harmonize agency-specific programming instruments and processes (OP 119). The recent approval of modifications to procedures for consideration and approval of country programme documentation is a result of these efforts. The modifications strengthen the alignment of country programmes that are within UNDAFs to the strategic plans of the funds and programmes. The modifications also further support national ownership, placing cooperation programmes firmly within the national development framework.

70. UNICEF continues to support the Resident Coordinator (RC) system in response to QCPR mandates. UNICEF led the UNDG task team for updating the RC job description in line with the QCPR and revising the UNDG guidance on UNCT working arrangements. UNICEF participated in developing the agreement reached by UNDG on cost-sharing in the RC system (OP 128). At country level, UNICEF continues to implement its commitments to the UNDG Management and Accountability system (OP 130). Nine UNICEF staff served as RCs in 2013, and 104 served as RCs ad interim, for a total of 4,736 days (an in-kind contribution of $575,973). In addition, UNICEF country office Representatives served as acting Humanitarian Coordinators in 30 countries (an in-kind contribution of $184,618). The job description of UNICEF Representatives has been revised for all country offices to include the UNCT role (OP 130a). UNICEF representatives are held accountable for this in their performance assessments.

71. UNICEF is working with other United Nations agencies on QCPR mandates on simplification and harmonization of business practices (OPs 152, 153 and 154) wherever it is cost-effective and efficiency gains are evident. In 2013, UNICEF country offices reported managing over half of the 821 common long-term agreements being implemented.

72. As mandated in OPs 152 and 154, 63 country offices are implementing harmonized approaches in procurement, human resources management, information and communication technology (ICT) services and financial management services. In procurement, efficiency gains have been achieved by using common review bodies, establishing common standard contracts and sharing local vendor databases. In human resources, there have been some efficiency gains in establishing joint rosters for consultants and using joint selection panels and common vacancy

bulletins. In ICT, country offices are collaborating on connectivity, common support and infrastructure, as well as security. In finance, 19 country offices worked with United Nations partners to use a common procurement process to contract banking services.

73. The total value of supplies and services procured by UNICEF in 2013 reached a record amount, at $2,839 million. Of the total procurement, $2,256 million was for supplies (a 21 per cent increase over 2012) and $582 million was for services (a 4 per cent decrease compared to 2012). Working with partners, UNICEF issued contracts that generated savings of approximately $180 million in 2013. A new market 'dashboard' was developed, providing data-driven analysis of market characteristics for over 50 essential products for children. The automated warehouse in Copenhagen, which became fully operational in February 2013, contributed to new efficiencies in responding to multiple major emergencies.

74. Regarding financial management, the first set of annual financial statements in accordance with IPSAS received a clean/ unqualified audit opinion in 2013. For the first time, an integrated budget (IB) was submitted to and approved by the Executive Board simultaneously with the Strategic Plan 2014-2017. The IB considers all budgetary categories and improves results focus. Electronic bank statements were implemented for about 75 bank accounts, facilitating timely bank reconciliation and cash management with appropriate internal controls.

75. Staff security remains a top priority for UNICEF. The organization pays tribute to the many staff members who have been harmed, and those who have died, working to save children's lives and protect their rights.

76. At the end of 2013, 48 per cent of UNICEF staff was female, with a slight reduction of female representation in the International Professional category, from 50 per cent in 2012 to 49 per cent. The percentage of female staff at the P5 level and above increased from 42 per cent in 2012 to 44 per cent in 2013. Measures are being taken to address gender parity at senior levels, including succession planning, standardized shortlisting templates and ensuring that at least half of all shortlisted candidates are women. Also in 2013, a career-development portal was launched. For recruitment at the P5 level and above, the proportion of nationals of programme countries grew substantially, from 36 per cent in 2012 to 44 per cent at the end of 2013. These efforts also reflect the UNICEF response to OP 92 of the QCPR.

77. The time required to recruit International Professional posts continued to decline, to an average of 72 days in 2013 compared to 99 days in 2012. There was substantial improvement in surge capacity support, with 92 per cent of requests met within 56 days, compared to 67 per cent in 2012.

78. During 2013 UNICEF worked with all stakeholders on strengthening underlying ICT automation to support programme delivery. Opportunities were seized for creative, innovative activities that leverage the global mobile phone revolution. Cloud computing was introduced through a ground-breaking contract with the private sector — the first of its kind in the United Nations system. This facilitated the migration of all New York headquarters staff to the cloud for key productivity tools. Field office migration is planned for 2014.

79. All evaluation reports were submitted to the global evaluation database along with 90 per cent of the corresponding management responses. The consolidated e-learning course on development evaluation, implemented through a global

consortium of evaluation stakeholders, had 20,500 participants in 2013. An e-learning course on evaluating humanitarian action is under development with the Active Learning Network on Accountability and Performance. Internally, UNICEF recorded its highest-ever level of staff engagement with evaluation. Over 240 professionals have evaluation as part of their job title.

80. In responding to the QCPR mandates on evaluation, UNICEF played a lead role in two inter-agency evaluations: of joint programmes on gender equality in the United Nations system; and of the UNFPA-UNICEF Joint Programme on Female Genital Mutilation/Cutting. Other major evaluations included global evaluations of UNICEF work in community management of acute malnutrition, community approaches to total sanitation and upstream advocacy work in the education sector. Humanitarian programming was addressed through a real-time evaluation of the UNICEF response to the Mali crisis and an evaluation of child protection in emergencies programmes. Evaluations commenced on UNICEF cluster leadership and the Philippines response.

IV. Income, expenditure and resource mobilization

Income

81. Total revenue amounted to $4,853 million (tables 1 and 2), with regular resources $1,265 million; and other resources $3,588 million. Regular resources represented 26 per cent of UNICEF revenue.

Table 1
UNICEF revenue by resource type and source, 2013 and 2012
(In millions of United States dollars)

Source of revenue	*2013 Actual $m*	*2012 Actual $m*	*2013 Plan $m*
Regular resources			
Government*	587	601	610
Private sector	589	607	543
Other revenue**	89	80	70
Total — regular resources	**1 265**	**1 288**	**1 223**
	26%	33%	
Other resources (regular)			
Government	1 429	1 094	1 115
Private sector	653	568	540
Inter-organizational arrangements	174	172	126
Subtotal	**2 256**	**1 834**	**1 781**
Other resources (emergency)			
Government	977	577	623
Private sector	195	69	70

Source of revenue	*2013 Actual $m*	*2012 Actual $m*	*2013 Plan $m*
Inter-organizational arrangements	160	177	136
Subtotal	**1 332**	**823**	**829**
Total — other resources	**3 588**	**2 657**	**2 610**
	74%	67%	
Total revenue	**4 853**	**3 945**	**3 833**

* Gross regular resources from governments includes income taxes paid by UNICEF on behalf of the citizens of governments that contribute to UNICEF regular resources, reported in expenditure table.

** Other revenue includes income from interest, procurement services, and other sources.

Table 2
UNICEF revenue by source, 2012 and 2013
(In millions of United States dollars)

Source of revenue	*2013 Actual $m*	*2012 Actual $m*	*2013 Plan $m*
Government	2 993	2 272	2 348
Private sector/non-government	1 437	1 244	1 153
Inter-organizational arrangements	334	349	262
Other	89	80	70
Total	**4 853**	**3 945**	**3 833**

82. In 2013, a total of 129 Governments contributed to UNICEF resources. Total public sector revenue (from governments, intergovernmental organizations and inter-organizational arrangements) was $3,327 million ($706 million over 2012). Private sector contributions were $1,437 million. These mainly comprise resources provided by UNICEF National Committees, individual donors, non-governmental organizations and foundations.

83. Thematic funds directly support achievement of key results by allowing long-term planning, sustainability and savings in transactions costs for both UNICEF and resource partners. In 2013, overall thematic funding for the five MTSP focus areas was $211 million (an increase of 7 per cent over 2012), and thematic humanitarian assistance was $148 million (increased by 66 per cent).

84. Income for humanitarian assistance was $1,332 million. The increase of 62 per cent over the 2012 level of $823 million is attributed primarily to funding for humanitarian crises in the Philippines and Syrian Arab Republic. UNICEF sought $1.7 billion in 2013 for humanitarian action.

Expenditure

85. Effective 1 January 2012, UNICEF financial statements are prepared under the full accrual basis of International Public Sector Accounting Standards. Accordingly, the breakdown of programme expense by focus area (table 3) reflects the cost of

services and consumable goods received by UNICEF as well as programme supplies delivered to programme partners during 2013. The programme expense in sub-Saharan Africa at $2,109 million and in Least Developed countries at $2,029 million were 58.8 and 56.6 per cent respectively. For purposes of budget preparation and of reporting actual expenditure against budget, there is no change, and the basis remains "modified cash".

Table 3
Direct programme assistance by focus area, 2013
(In millions of United States dollars)

Focus area	*RR*	*ORR*	*ORE*	*Total*
Young child survival and development	393.6	935.9	662.2	1 991.7
Basic education and gender equality	137.1	452.0	123.5	712.6
HIV/AIDS and children	30.9	71.2	9.8	111.9
Child protection: preventing and responding to violence, exploitation and abuse	102.0	189.5	107.8	399.3
Policy advocacy and partnerships for children's rights	127.8	129.8	37.0	294.6
Other interventions (not specifically by focus area)*	17.0	-8.0	68.4	77.3
Total (rounded)	**808.5**	**1 770.4**	**1 008.7**	**3 587.5**

* In accordance with IPSAS accounting policies, UNICEF reclassifies programme expense that is directly related to the construction of buildings, primarily schools, as an asset. Programme expense will be recorded in 2014 when the buildings are complete and handed over to partners.

V. Draft decision

The Executive Board

Takes note of the Annual report of the Executive Director of UNICEF: performance and results for 2013, including report on implementation of the quadrennial comprehensive policy review (E/ICEF/2014/6 and E/ICEF/2014/6/Add.1).